

The Catalyst

THE CATALYST

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Message From the Office Director

Leadership..... now more than ever! Yes your role as a leader will become increasingly challenging during this period of transition into the new year.

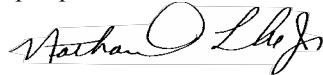
Many of you have taken at least three of the five core courses in the leadership development series. The fifth module, "Performance Excellence: Aligning for Results" provides food for thought and tools you can use and share with your staff. This course introduces leaders to four components of alignment—strategy, culture, structure, and actions—and a leader's role in creating organization/unit alignment and misalignment. Providing clarity regarding the results the organization is working toward achieving is key. Without clarity there can be no alignment. Targeted re-

sults must be clear to everyone on your team. Each team member must share accountability for achieving results.

The year 2003 will require tremendous leadership. How you lead, motivate, communicate and set goals can make a difference. It is important that leaders at all levels of an organization understand the vision and work collaboratively to cascade the vision throughout by outlining key goals and developing objectives and action plans to achieve the goals. Cascading from the overall vision creates horizontal alignment. Creating alignment across functional units is the most efficient and effective way for an organization to make progress toward achieving its vision.

The Office of Performance Excellence will continue to offer you support and opportunities to develop your skills and share your challenges. Let us know how we can help.

Here's to a peaceful and prosperous New Year!



Nathaniel Lake, Jr.



**"Anyone can steer a ship when the sea is calm."
~Publius Syrus**

Lending Library Now On-Line

The Office of Performance Excellence has a lending library of resource materials that includes books, videos and audio cassettes available for loan. The topics are varied and include the areas of management, leadership, quality, coaching and more.

The lending library resources were recently made available online. Check out the many titles available by going to the Civil Service Training website and selecting "Resource Materials." The resources are available for loan to state employees only.

If you have any questions regarding the resource library, please contact Ms. Ellen Cooper at 517.241.7531.

The Catalyst is a quarterly publication of the Office of Performance Excellence.

*Nathaniel Lake, Jr.
Office Director*

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Need Help Determining Staffing Needs? By Larry Collar

Are you looking for a method to determine future staffing levels for your business processes? You might consider the approach taken by one section in the Department of Community Health.

The HIV/AIDS Prevention and Intervention Section (HAPIS) of the division of HIV/AIDS-STD needed to determine if staffing levels were sufficient based on current and projected clientele in their Drug Assistance Program (DAP).

With the assistance of OPE, a team from the section spent four intense half-days mapping, analyzing and making

recommendations for improving their application process. The team was able to create efficiencies by eliminating an approval loop, moving decision making down to the worker level, streamlining forms, automating record keeping and reducing process steps.

In addition, by mapping the process with cycle time, the section was able to make future staffing level predictions that were used to make a business case for hiring two experienced limited-term employees whose contracts had nearly expired.

For more information on this process and approach, contact Debra Szwejd, Manager of HAPIS at 517.241.5904.



**"Innovation is 1 percent genius and 99 percent hard work."
~ Peter Drucker**

"It doesn't take much strength to do things, but it requires great strength to decide what to do."

***~ Elbert Hubbard
(1859—1915, American
Author, Publisher)***

e-Learning—A Solution Worth Considering by Phillip Kovacs

A problem common to organizations, both public and private, is that training needs are often most acute during times of reduced staff, reorganizations and shrinking budgets. Under such circumstances, employees are placed in new positions, assigned duties they may not be competent at yet and once again are asked to "do more with less." This can be a daunting challenge for executives and managers, i.e., how can I provide my organization with the skills it needs precisely at the time when it is most difficult to accomplish?

Fortunately there is a solution. For several years, world-class organizations have found that this riddle can be addressed to a significant degree by using e-Learning, which provides training programs delivered

via computer directly to employees exactly when they are needed.

You may not be aware that such programs are currently available through the Department of Civil Service. For over a year now, the Civil Service Training Division has been offering, **free of charge**, a catalog of more than 40 one-hour long e-Learning modules. Topics range from *Conducting Performance Reviews* to *Developing a Strategic Plan* and include *Financial Basics for Non-Financial Managers* and *Understanding and Using Contracts*.

e-Learning excels at providing just-in-time training, where it is needed and when it is needed. You also have the option of "tailoring" the content of modules to the

specific requirements of your department/bureau/division for a minimal charge.

These are just a few of the reasons why world-class organizations are increasingly turning to e-Learning to address staff training needs in a timely and very cost-effective manner.

To find out more about the free Civil Service e-Learning catalog of courses, visit our website: www.state.mi.us/mdcs/asp/HRTDTrain/HRTDHome.asp and click on e-Learning or call Phillip Kovacs at 517.373.3884.

Leadership In Action by Larry Collar

We are always excited to hear from participants that have attended Leadership Development classes and discovering what they “put in their hip pocket” when they left and how they take that learning and apply it.

Eileen Bur, Administrator of the Receipts Processing Division in the Department of Treasury, found many concepts from the Customer-Focused Leadership course useful. She had her management team take the “Customer Focus Readiness Survey” and then used the survey results and the workbook at her next management team meeting to drive home the concepts she had learned.

Eileen and Tom Sharpe, Assistant Administrator, held additional team meetings to identify customer service issues and develop improvement strategies and action plans.

The workgroup reviewed division processes and systems to determine the impact of early retirements and its potential effect on Customer Service. The Office of Performance Excellence (OPE) provided facilitation for one process improvement that will result in

further automation of the process and interface with other systems. The return on investment (ROI) is expected to equal the cost of a key process staff person lost due to early retirement whose position would not be filled.

Eileen and Tom report that the Treasury staff who participated provided a positive evaluation regarding the approach used by OPE. The approach helped to make change a priority.

We congratulate Eileen in putting her Leadership training to practical use!



**“Act and you will
receive.”
~ Jim Ball**

Capital Quality Initiative

Capital Quality Initiative (CQI) was founded in early 1991 as a non-profit, private organization dedicated to the advancement of quality in the Lansing area.

The CQI merged into Lansing Community College in 1995. The CQI office and resource center/library is located in Room 120 of the BCI build-

ing on the campus of Lansing Community College. The mission of CQI is to inspire and assist organizations to become more effective providing learning opportunities in quality management philosophies and practices.

Strategies used to pursue the mission include providing opportunities to learn through

breakfast meetings, seminars, the CQI Academy, and resource center. Many companies in the Lansing area are members of the CQI.

To learn more about CQI, visit their website at www.lansing.cc.mi.us/cqi. See the following article for upcoming CQI events.

***“Leadership and learning
are indispensable to
each other.”***

~ John F. Kennedy

CQI Upcoming Events

Wednesday, January 15, 2003
7:30 a.m.—9:00 a.m.

CQI Breakfast Meeting: “H.O.G. Training” An Overview of Harley Davidson’s unique leadership program for volunteer officers of the world’s largest motorcycle club.
Presenter: Terry Terry, CEO Message Makers, and President of Old Town Business & Art Development.

Friday, January 24, 2003
8:30 a.m.—4:30 p.m.

One-Day Seminar: “Eight Simple Tools” Simple tools used with consummate skill. Learn to use the problem solving and decision making tools used by industry leaders.
Facilitator: Robert Wangen, Great Lakes Training and Consulting.

Wednesday, February 19, 2003
7:30 a.m.—9:00 a.m.

CQI Breakfast Meeting: Brigadier General Robert Taylor of the Department of Military & Veterans Affairs will share learnings from the performance excellence journey.

Office of Performance Excellence



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The Office of Performance Excellence provides project consulting and process facilitation services to support agency efforts in promoting performance excellence. One of the strategic goals for the Office is to develop a high performance leadership development system in state government. This system is designed to build and develop the competencies identified for Group 4/Senior Executive Service leaders and Group Three managers and supervisors. The Office also administers the Quality Recognition System, which was developed to assist departments and agencies in recognizing teams that implement improvements to organizational processes.

The Michigan Institute for Management Studies

The Office of Performance Excellence is continuing to explore and bring to you executive development opportunities in addition to the five core Leadership Development Program courses.

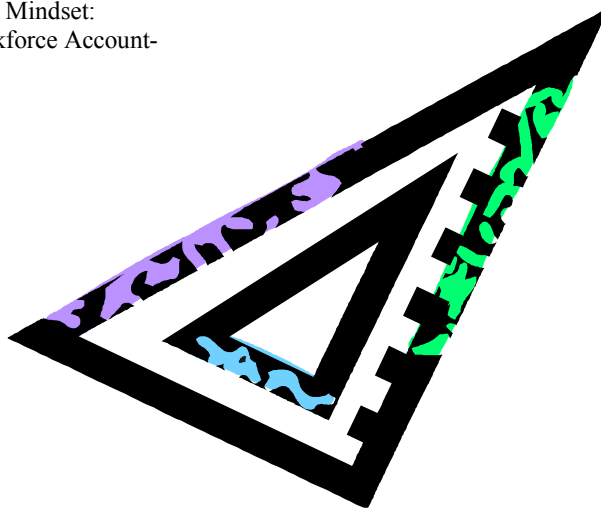
To that end, the state is continuing its membership in the Institute of Management Studies. As you may know, the IMS is a national organization that provides executive development opportunities in the form of one-day seminars. The national affiliation allows

a local region to bring in internationally known and respected presenters at a fraction of the cost of a public seminar.

The IMS/Detroit 2003 schedule is available for viewing at: www.michigan-ims.com. Some of the coming year's topics include: "Influence and Action—The Core of Leadership" and "Developing a Bottom Line Mindset: Building Workforce Accountability."

The seminars are scheduled monthly at the Ford Fairlane Club in Dearborn. The cost is \$275 per person for each seminar.

Agency training coordinators can register employees online through the Civil Service Training website.



"The difference between intent and positive results is belief, confidence, skill and courage."

~ Tim Connor